IPMA622 – Mock Exam

Date: 30/10/2025

Total Marks: 100

Question 1 (25 marks)

You have been appointed as the project manager for an IT project that involves developing a new mobile banking application. Your team consists of diverse members, including software developers, designers, and business analysts.

1.1 Discuss what should occur during the storming and performing phases of the project team development for your project. (10 marks)

1.2 Identify two barriers to team effectiveness that may emerge in your project and explain why these barriers could be present. (10 marks)

Question 2 (20 marks)

Your IT company is launching an AI-driven chatbot for customer service automation. As the project manager, you need to assess potential project risk.

2.1 Define risk management and explain the process of risk identification. (10 marks)

2.2 Identify three major risks for this project under the following categories and provide an example for each: i. Technical Risk ii. External iii. Sponsor (10 marks)

Question 3 (20 marks)

You are a project manager at TechInnovate Solutions, overseeing the development of a mobile banking app for a financial institution. The project has multiple phases, including UI/UX design, backend development, testing, and deployment. However, challenges arise when resource availability constraints need to be managed efficiently.

3.1 Explain the purpose of resource levelling and provide an example of when it can be used in the project like the scenario above. (10 marks)

3.2 Differentiate between actual costs and committed costs, providing an example for each that could relate to the above scenario. (10 marks)

Question 4 (20 marks)

Activity Table:

A | – | 2
B | A | 5
C | A | 4
D | B | 3
E | C | 6
F | D, E | 7

4.1 Calculate the ES (Early Start) and EF (Early Finish) time for each activity. (10 marks)

4.2 Draw a network diagram for the project above. (10 marks)

Question 5 (20 marks)

Alex is managing a product launch project for XYZ Ltd. As the project progresses, Alex ensures tasks are completed on time, resources are used efficiently, and project control is maintained. Alex implements a project management information system (PMIS) to track project performance, automate reporting, and support data-driven decision-making. After the project is successfully completed, Alex conducts a lessons-learned session.

5.1 Explain the role of a project manager in the controlling phase of a project and discuss why this process is important. (10 marks)

5.2 Discuss two key reasons why lessons learned and archiving project documentation are important at the project closure. (10 marks)

Question 6 (10 marks)

You are leading a team to develop an e-hailing mobile app that connects users with drivers. Your clients expect a minimum viable product (MVP) within three months, with continuous updates based on user feedback.

6.1 Discuss how Scrum and Kanban can be used to manage scope changes throughout the Agile development cycle. (10 marks)

Question 7 (10 marks)

You are leading a team developing a new e-commerce platform using Agile methodologies. To ensure smooth collaboration, you conduct daily Scrum meetings every morning. However, some team members frequently miss these meetings, while others do not provide relevant updates.

7.1 Discuss the purpose of a daily Scrum meeting and explain two ways to improve participation and effectiveness in this scenario. (10 marks)

End of Paper